

Performance Review Policy



The Institute
of Contemporary
Music Performance

Version number	Date approved (including committee)	Reason for production/revision	Author	Proposed next review date
V3.0	April 2023	Scheduled review	Head of HR	April 2026 and as required
V2.0	Oct 2020 SRC	Scheduled review	Head of HR	Oct 2021 and as required
V1.3	13/08/19 ExCo	Annual review	HR Manager	July 2020 and as required
Related policies				
Grievance				
External Reference				
N/A				

1. Purpose

1.1. The Institute of Contemporary Music Performance's (ICMP) performance review policy has been designed to meet the following objectives:

- to assist staff in performing their job to the best of their ability, maximising; their job satisfaction and their contribution to the organisational objectives;
- to identify individual training and development needs;
- enable regular one-to-one's and coaching and feedback sessions between managers and employees;
- to aim for fairness for all employees across the organisation's performance management model; and
- to highlight the potential that each individual has to develop within their current or a future position.

1.2. The performance review policy has been developed in conjunction with the Single Equality policy and procedure.

2. Scope

2.1. This policy relates to those employees on a contract of employment.

2.2. Employees on probation will not be subject to the performance review process until such time as their probation period is successfully completed.

3. Aims

3.1. Each employee will be appraised twice yearly. The mid-year performance review will occur in January - February and the year-end appraisal in July - August.

3.2. The completed appraisal form will be viewed as a working document and will be continually referred to and reviewed during the year. Where the objectives/targets agreed at the appraisal interview have changed, new objectives/targets should be agreed with input provided by the employee as well as the line manager on performance objectives and consult on plans for achieving performance or enhanced performance strategies.

4. Core Principles of the Appraisal Discussion

4.1. Appraisal interviews will be carried out by the line manager on a one-to-one basis. Training will be provided to all appraisers prior to conducting their first appraisal interview and on-going coaching if required. This is a two-way discussion to review performance, support and assist as appropriate where underperformance is identified as well as discussions for future career development and progression.

4.2. At least five working days should be given to enable employees to adequately prepare for the interview although where possible at least two weeks' notice should be given to invite an employee to an appraisal interview.

4.3. The appraisal interviews should take place from chief-executive level downwards to facilitate the widest communication of company objectives.

4.4. The line manager must sign and return the appraisal form to HR within one week of the appraisal interview. The employee should also be asked to sign any relevant documentation, however if there is a refusal to sign, make a note of this on the form. Should the appraisee disagree with the outcome of the appraisal they may lodge a grievance. The final deadline for receipt will be set by HR. The completed appraisal form will be kept electronically on People HR.

- 4.5. The benefits of appraisal in terms of improved communication and enhanced performance both for the individual and for the organisation will only be achieved by the continuous commitment of all those involved in the scheme.
- 4.6. Training already undertaken, any training needs, future training requirements, planned qualifications, development opportunities and career planning should be discussed and recorded on the appraisal form.
- 4.7. Training needs will need to be provided to HR for action.

5. Managing Underperformance

- 5.1. Managers should not wait until the annual appraisal to address any underperformance issues with an employee. Where underperformance is highlighted, the manager will look to set objectives with fair and reasonable timeframes for improvement. Alongside an action plan or performance improvement plan may be set in consultation with the employee to assist closer supervision and facilitate the opportunity for further one-to-one discussions to track how underperformance is (or is not) being improved.
- 5.2. The manager should also provide training, coaching and feedback or any other relevant further support to aim to assist improving performance as appropriate enabling the employee appropriate time to address.
- 5.3. If no improvement is being made, discussions should be held with the Head of HR to consider what further training and support may assist further or if a more formal route is required to be taken.

6. Training, Monitoring and Review

- 6.1. The Head of HR is responsible for the appraisal process and shall ensure that appraisers and appraisees are adequately equipped and trained to undertake the performance appraisal.